



SCOTTISH LAND COMMISSION  
COIMISEAN FEARAINN NA H-ALBA

# BUSINESS PLAN

2021 to 2022

# INTRODUCTION

As we plan our work for 2021-22 we remain in a challenging time, responding to the public health, economic and wellbeing impacts of the pandemic. The ability to flex and adapt how we operate therefore remains key, both to staff wellbeing and to our delivery.

We also have a clear focus on our role, and the role of land, in Scotland's economic recovery and renewal. This provides the central sense of purpose around which we will organise our work in the year ahead. Our [Strategic Plan](#), published in September 2020, sets out why land is fundamental to Scotland's recovery and renewal. How we own and use land will help drive action on Scotland's big challenges and ambitions, specifically on the economy, inequalities, human rights and climate change. In short, it is clearer than ever that land needs to be right at the heart of Scotland's economic thinking.

Our priorities this year focus on measures that will support economic recovery and the longer-term shift involved in rebuilding a more resilient and productive wellbeing economy.

# OUR STRATEGY

## Our vision

'A fair, inclusive and productive system of ownership, management and use of land that delivers greater benefit for all the people of Scotland.'

## Our outcomes

We work to achieve the following outcomes:

1

Scotland's land is owned and used in ways that are fair, responsible and productive

2

More of Scotland's people are able to influence and benefit from decisions about land

3

The way we own and use Scotland's land creates public value and economic wellbeing

We achieve these outcomes by focusing on change in three ways:

Reforming  
land rights

Embedding  
responsible  
land ownership  
and use

Reforming  
land markets

# WHAT WE WILL DELIVER

The sections below set out what we will deliver in 2021-22 against the objectives and priorities set out in our [Strategic Plan](#) and Programme of Work for 2020-23.

## Reforming land rights

### Our objective:

To reform the way land rights and ownership are controlled to drive economic, social, and environmental value, strengthen community resilience, and reduce inequalities.

Our Strategic Plan for 2020-23 sets out our intention to:

- Encourage a more diverse and productive pattern of land ownership
- Identify new governance models that widen the range of people who will benefit from land rights and lead to greater productivity
- Address the human rights relationship between property rights and achieving economic, social and cultural rights.

Priority	Planned Outputs
Conduct a review of opportunities for new governance models that widen the benefits of land ownership, including Common Good, mixed governance, private and community ownership models	<ul style="list-style-type: none"><li>• Research into the benefits of diversification in other sectors of the economy</li><li>• Initiate multi-year programme of action research to explore and support diversified models of ownership and governance</li></ul>
Advise on options to complement the Scottish Land Fund with wider source of finance to support normalisation of community land ownership	<ul style="list-style-type: none"><li>• Stakeholder engagement and commissioned report informing advice to Scottish Government</li></ul>
Commission expert opinion and analysis to inform the human rights implications of proposed reforms, particularly on the interaction of property rights and obligations to realise economic, social and cultural rights	<ul style="list-style-type: none"><li>• Establish human rights advisory group to consider the human rights implications of proposed reforms and provide advice to the Commission</li></ul>

# Embedding responsible land ownership and use

## Our objective:

To put accountable and responsible approaches at the heart of land ownership and use.

Our Strategic Plan for 2020-23 sets out our intention to:

- Help people and organisations to adopt the Scottish [Land Rights and Responsibilities Statement](#) (LRRS) principles by supporting good practice
- Look at ways to further include land rights and responsibilities in public policy and in responsible business conduct across all relevant sectors.

Priority	Planned Outputs
Promote and support practical implementation of <a href="#">Land Rights and Responsibilities (LRR) Protocols</a> and principles and associated casework	<ul style="list-style-type: none"> <li>• Promote uptake of Land Rights and Responsibilities through partnership training programmes</li> <li>• Publish sectoral guidance on the practical application of Land Rights and Responsibilities</li> <li>• Provide support to landowners and communities to understand and apply the protocols and share the good practice lessons learnt</li> <li>• Publish a report on the pilot LRR self-assessment process</li> <li>• Support public bodies in adopting a more proactive approach to estate management, consistent with the LRRS</li> </ul>
Engage and support stakeholders in implementing changes in practice identified in our reviews, for example in public interest-led development, vacant and derelict land (VDL), housing land supply	<ul style="list-style-type: none"> <li>• Provide advice to inform the design and implementation of the VDL Investment Fund and support the Clyde Mission</li> <li>• Support second year of partnership with DTAS to support community-led regeneration of VDL</li> <li>• Deliver a programme of engagement and communications to support uptake of <a href="#">VDL Taskforce recommendations</a> amongst public bodies</li> </ul>
Advise on options to strengthen implementation of the Land Rights and Responsibilities Statement to inform its review due in 2022, including opportunities to embed LRRS in wider public policy, funding and delivery mechanisms	<ul style="list-style-type: none"> <li>• Prepare advice to Scottish Government to inform the review of the Land Rights and Responsibilities Statement</li> </ul>

# Reforming land markets

## Our objective:

To put accountable and responsible approaches at the heart of land ownership and use.

## Our Strategic Plan for 2020-23 sets out our intention to:

- Identify changes to the tax system to support recovery and renewal, particularly in relation to town centre regeneration, promoting active land use and diverse ownership
- Review approaches to land valuation, including the factors that influence the difference between market values and economic value, and factors that are likely to influence land values in the future, particularly as we move towards a net zero economy
- Identify practical options for reforming land markets to ensure land is better used in the public interest.

Priority	Planned Outputs
Advise on options for reforming the housing land market	<ul style="list-style-type: none"> <li>• Publish conclusions and recommendations from the <a href="#">Review of Land for Housing and Development</a></li> <li>• Advise government on implementation and next steps</li> </ul>
Conduct a review of potential tax reforms to support economic recovery, re-use of vacant land and a more diverse and productive pattern of land ownership	<ul style="list-style-type: none"> <li>• Interim conclusions from <a href="#">Expert Advisory Group on Tax</a></li> <li>• Programme of stakeholder and public engagement</li> <li>• Proposals for reform</li> </ul>
Advise on opportunities for vacant and derelict land regeneration to deliver recovery and renewal and potential tax reforms to address the risk of a new legacy of vacant property	<ul style="list-style-type: none"> <li>• 2021-22 outputs detailed in priorities 3.2 (tax) and 2.2 (good practice) above</li> </ul>
Conduct a review of land valuation, including the differences between market and economic value and the factors likely to influence land values in the transition to a net zero economy	<ul style="list-style-type: none"> <li>• As a precursor to review beginning in 2022-23, consider implications of emerging green finance models in our existing tax and responsible land ownership workstreams</li> </ul>

# Tenant Farming Commissioner

## Our objective:

To support good relationships between agricultural landlords and tenants, contributing to a thriving agricultural sector.

Our Strategic Plan for 2020-23 sets out our intention to:

- Support a better functioning system of agricultural tenure through the work of the Tenant Farming Commissioner.

Priority	Planned Outputs
Support implementation of <a href="#">Codes of Practice</a> and publish new Codes for rent reviews, relinquishments and assignments, with associated casework and inquiries	<ul style="list-style-type: none"> <li>• Undertake casework and provide advice on compliance with Codes of Practice</li> <li>• Publish TFC Guides on Statutory Compliance and Fixed Equipment</li> <li>• Publish TFC Code on Waygo</li> </ul>
Support effective implementation of relinquishment and assignment legislation through appointment of valuers	<ul style="list-style-type: none"> <li>• TFC appointment of valuers as per statutory requirements</li> </ul>
Promote and support greater use of mediation in the agricultural sector	<ul style="list-style-type: none"> <li>• Promote and administer the TFC mediation scheme for 2021-23</li> </ul>
Provide advice on ways to ensure agricultural tenants and landlords can contribute to and benefit from climate change targets	<ul style="list-style-type: none"> <li>• Publish <a href="#">TFC Guidance</a> on tree planting and support industry work on case studies and analysis of legislation</li> </ul>
Stakeholder engagement	<ul style="list-style-type: none"> <li>• Biannual meetings of TFAF July and January</li> </ul>
Support Scottish Government in enactment and implementation of 2016 legislation and provide advice on development of new agricultural holdings legislation	<p>Provide advice on:</p> <ul style="list-style-type: none"> <li>• Sale when landlord in breach</li> <li>• Repairing tenancies</li> <li>• Rent reviews</li> <li>• Compensation for resumption</li> <li>• Waygo</li> <li>• Barriers to tenants accessing opportunities to implement climate change measures</li> </ul>

# Communications and Engagement

## Our objective:

To be an open and public-facing organisation that stimulates fresh thinking and change.

Our Strategic Plan for 2020-23 sets out our intention to:

- Involve people widely to help us understand why land matters to them and to Scotland
- Be an open and accessible public-facing organisation
- Help a wider range of voices to be heard.

Priority	Planned Outputs
Communications to support workstreams with sector specific engagement with a clear link to high level messaging on the role of land reform in creating a dynamic and resilient economy	<ul style="list-style-type: none"> <li>• Deliver targeted campaigns and stakeholder engagement for tax, land for housing, vacant and derelict land and land rights and responsibilities workstreams</li> </ul>
Increase awareness on the role of land in everyday lives and the impact and benefits of land reform	<ul style="list-style-type: none"> <li>• Focused <a href="#">‘MyLand’ campaign</a> to engage public on why land matters, supporting land rights and responsibilities implementation</li> </ul>
Broaden the debate and increase engagement on our work and land reform	<ul style="list-style-type: none"> <li>• Hold a series of regionally focused virtual public meetings</li> <li>• Develop a long-term strategy of engagement with young people</li> </ul>
Increase the profile of the Commission and the role of land in contributing to climate action and Scotland’s recovery and renewal	<ul style="list-style-type: none"> <li>• High profile events linking to COP26, and the biennial land reform conference</li> <li>• Lead the debate on the role of land and land reform in tackling Scotland’s big challenges with a series of high profile blogs and opinion pieces</li> </ul>
Renew internal communications to ensure it is contributing to connecting staff to each other and the organisation, informing and supporting overall wellbeing	<ul style="list-style-type: none"> <li>• Deliver internal communications plan</li> </ul>

# Organisational Development

## Our objective:

To be an organisation of shared purpose, responsibility and leadership that brings to life our core values of integrity, challenge, innovation and empowerment.

Our Strategic Plan for 2020-23 sets out our intention to:

- Review our organisational structure and ways of working to create a culture of shared leadership and responsibility
- Attract and retain highly motivated and empowered staff
- Put the equality duty at the heart of our decision-making, reflecting our commitment to equality and diversity
- Implement our Climate Action Plan which commits us to operating with zero direct emissions by 2030.

Priority	Planned Outputs
Implement an organisational development programme to build a culture of shared purpose, responsibility and leadership	<ul style="list-style-type: none"><li>• Structured programme of organisational development engaging staff in improving our ways of working</li></ul>
Implement new ways of working including providing opportunity for more regular home-working	<ul style="list-style-type: none"><li>• Formal offer to staff for home working options and review of office requirements</li></ul>
Deliver year-on-year reductions in carbon emissions	<ul style="list-style-type: none"><li>• Delivery against <a href="#">Climate Action Plan</a></li></ul>
Support staff wellbeing	<ul style="list-style-type: none"><li>• Staff wellbeing campaign and regular pulse surveys</li></ul>
Deliver sound governance supported by a culture of improvement	<ul style="list-style-type: none"><li>• Implementation of audit recommendations</li></ul>

# Performance Monitoring

## Key Performance Indicators

Business area	Key performance indicator (2020-23)	Measurement (2021-22)
Delivery	Delivered 95% of outputs identified in the annual business plans for the three-year period	Delivered 95% of outputs identified in the annual business plan  Percentage number of outputs delivered and completed as detailed in the annual business plan
Impact and Reputation	Project evaluations identify impact and change in approach by stakeholders as a direct result of the Commission's work  Increase of 15% by 2023 of stakeholders identifying improvements and better outcomes in their organisation and practice as a result of the Commission's areas of work from the baseline of the 2019 perceptions audit	Project evaluation surveys identify over 60% of respondents as acting on what they have learnt through event/engagement or able to identify a positive impact arising as a result of our work  <i>NB: Communications KPIs identified in the communications strategy and reported on annually</i>
Staff wellbeing and satisfaction	Increase of 15% by 2023 of staff feeling valued and recognised for their work from the 2019 baseline in the annual staff survey	Increase of 5% of staff feeling valued and recognised for their work from the 2019 baseline in the annual staff survey
Finance	End of year outturn to be within 2% underspend of total allocated budget by 2023	End of year outturn to be within 2% underspend of total allocated budget

# 2021-22 Annual Budget

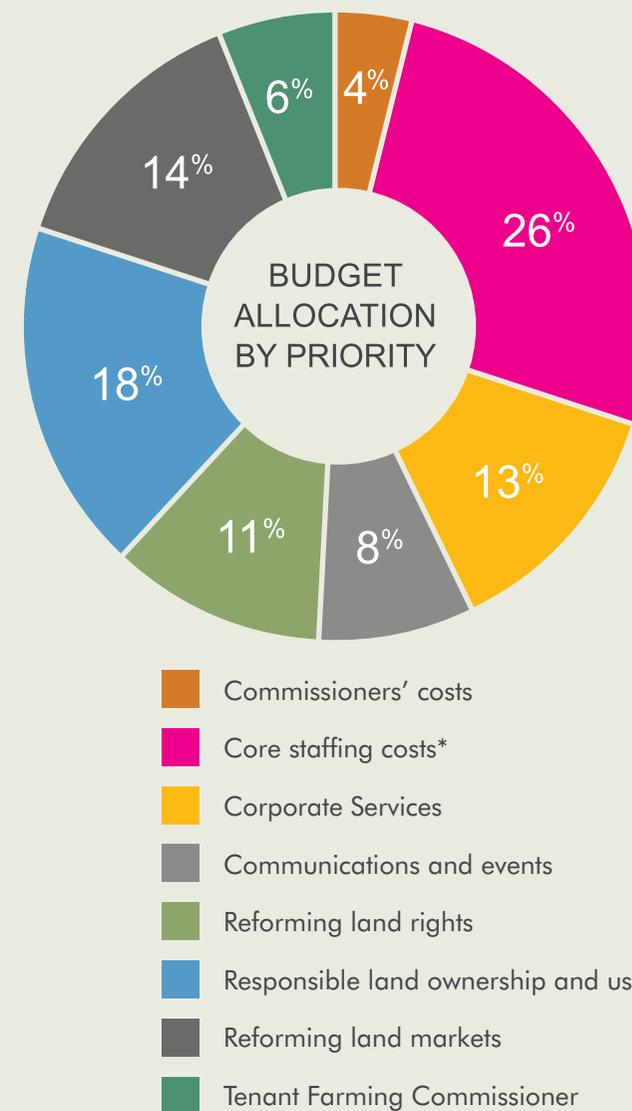
## Overall Budget Allocation

Income	£000
Grant-in-aid	1,526
Expenditure	£000
Commissioners' costs	61
Core staffing costs	944
Corporate Services	203
Communications and events	124
Research and project costs	194
<b>Total Expenditure</b>	<b>1,526</b>

## Budget Allocation by Priority\*

Income	£000
Grant-in-aid	1,526
Expenditure	£000
Commissioners' costs	61
Core staffing costs*	402
Corporate Services	203
Communications and events	124
Programme and project costs	
Reforming land rights	165
Responsible land ownership and use	270
Reforming land markets	209
Tenant Farming Commissioner	92
<b>TOTAL EXPENDITURE</b>	<b>1,526</b>

\* Relevant staffing and project costs allocated against Programme of Work priorities





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